



Riverside
RESTORATIVE GROWTHPRINT

ECONOMIC PROSPERITY ACTION PLAN

Influencer Workshop Report

12-22-2014

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INTRODUCTION

The Riverside Restorative Growthprint (RRG) is a project that embodies the City of Riverside's commitment to environmental quality, equity, and opportunity as well as economic prosperity for all. The City of Riverside is dedicated to reducing greenhouse gas (GHG) emissions to address climate change; and also views its efforts to reduce GHG emissions as a fundamental opportunity to inspire economic development through investment in urban development, urban infrastructure, urban mobility systems, and entrepreneurship.

The RRG consists of two main components: the Climate Action Plan (CAP) and the Economic Prosperity Action Plan (EPAP). Through stakeholder engagement and robust cost-benefit analysis, the development of these two RRG components will result in strategies, measures, and actions for reducing emissions that align with the City's planning priorities and its vision of a future economy based on "clean, green businesses and business practices."

The RRG-CAP will provide a roadmap for the City of Riverside to achieve deep greenhouse gas (GHG) emissions through the year 2035 and will establish policies and priorities enabling the City to implement strategies that successfully fulfill the requirements of State initiatives, AB 32 and SB 375. The RRG-CAP will include a baseline GHG inventory for local government operations and for the community as a whole, and will establish emission reduction targets consistent with State law.

The RRG-EPAP will showcase a series of opportunities for the Riverside community by identifying the reduction measures/strategies in the RRG-CAP that have the most potential to spur economic development and inspire entrepreneurship into a list of the "Top 10 Entrepreneurial Opportunity Areas." Furthermore, the RRG-EPAP will identify key recommendations for implementation by the City to facilitate Smart Growth development and stimulate sustainable infrastructure investment.

In sum, the RRG-CAP will identify strategies for reducing GHG emissions, which will inspire entrepreneurial opportunities captured and promoted through the RRG-EPAP.

OVERVIEW

In a special workshop series hosted by the City of Riverside and the RRG consultant team, active and influential members of the Riverside community were called together to discuss GHG emissions reduction efforts and the opportunities to inspire economic development through investment in urban development, infrastructure, and entrepreneurship. Workshop participants represented a variety of sectors, including: city and government groups, local businesses, sustainability groups, neighborhood councils, universities and schools, and faith-based organizations. Bringing together a variety of stakeholders provided a well-rounded understanding of Riverside's competitive advantages and the interests of each sector. Participants were divided between two workshops hosted at the local Casa Blanca Library on the afternoons of November 19th and 20th, 2014.

The workshops presented attendees with an overview of the RRG program as well as engaged the groups in facilitated activities and discussions to provide feedback and identify the reduction measures and strategies that have the most potential to spur economic development and inspire entrepreneurship in the area. The following report summarizes the information presented during the workshops, as well as the discussions and findings of the activities during each event.

Riverside Climate Action Plan

RRG consultant team members Jeff Caton from Environmental Scientists Associates and Alexa Washburn from National Community Renaissance provided workshop attendees with an overview and status update for the RRG-CAP. The Draft RRG-CAP was presented to attendees as a roadmap for the City of Riverside to achieve deep greenhouse gas (GHG) emissions reductions through the year 2035 through establishing policies and priorities enabling the City to successfully fulfill the requirements of State initiatives, AB 32 and SB 375.

Entrepreneurial Opportunity Areas

The RRG-CAP outlines a series of potential measures and opportunities to reduce greenhouse gas emissions generated within the City of Riverside, and identifies which of these measures are likely to spur economic development and inspire entrepreneurship. These measures are referred to as Entrepreneurial Opportunity Areas (EOAs) and are key to the success of the RRG-CAP. The EOAs are meant to provide the framework for the RRG-EPAP.

The RRG project team identified the top ten most promising and impactful EOAs. These EOAs are outlined below and associated with their related GHG reduction measure(s) from the various sectors outlined in the RRG-CAP, including State and Regional and Local Measures across the following sectors: Energy, Transportation, Solid Waste and Water.

1. Energy and Water Upgrades for Home or Business

Financing for property owners (residential and commercial) to make energy efficient, renewable energy, and water conservation improvements.

Associated with RRG-CAP GHG Reduction Measures:

- Home Energy Renovation Opportunity (HERO) Programs
(State and Regional Energy Measures - SR-3 and SR-4)
- Local Utility Programs - Electricity (Local Energy Measure - E-3)
- Water Efficiency and Conservation (Local Water Measure - W-1)

2. Green Building Standards

Implementation of mandatory energy efficiency standards for residential, commercial, and municipal buildings.

Associated with RRG-CAP GHG Reduction Measure:

- California Building Energy Efficiency Standards - Title 24, Part 6
(State and Regional Energy Measure - SR-2)

3. Clean Vehicles and Charging/Fueling Stations

Facilitate alternative and renewable fuels and advanced transportation technologies and infrastructure.

Associated with RRG-CAP GHG Reduction Measures:

- Clean Vehicle and Low Carbon Fuel Standards
(State and Regional Energy Measure - SR-6)
- Electric Vehicle Plan and Infrastructure
(State and Regional Energy Measure - SR-12)
- Neighborhood Electric Vehicle Programs (Local Transportation Measure - T-14)
- Alternative Fuel and Vehicle Technology and Infrastructure
(Local Transportation Measure T-19)

4. RPU Clean Technology Funding

Financing and incentives to develop and deploy energy technologies that reduce GHG emissions.

Associated with RRG-CAP GHG Reduction Measures:

- Renewables Portfolio Standard (State and Regional Energy Measure - SR-1)
- Riverside Public Utilities (RPU) Technology Grants (*Supporting* Measure - E-6)

5. Waste Reduction

Create or tap into existing markets for recycling and re-purposing of materials to promote diversion of food and other solid waste from landfills.

Associated with RRG-CAP GHG Reduction Measure:

- Food Scrap and Paper Diversion (Local Solid Waste Measure - SW-2)

6. Expand Bicycle Infrastructure

Expand on-street and off-street bicycle infrastructure including bicycle lanes, parking, facilities/amenities (showers, lockers) and bike sharing.

Associated with RRG-CAP GHG Reduction Measure:

- Bicycle Programs (Local Transportation Measures - T-1, T-2, T-3, T-12 and T-16)

7. Eco Business Zone

A geographically defined area featuring best practices in sustainable urban design and green building focused on supporting both cleantech and green businesses through a dedicated Green Business Program, enterprise zone incentives, and special showcasing opportunities.

Associated with RRG-CAP GHG Reduction Measures:

- Increase Development Densities (Local Transportation Measure - T-6)
- Mixed Use Development (Local Transportation Measure - T-7)
- Eco-corridor (Local Transportation Measure - T-20)

8. Cleantech Incubator

Develop a physical incubator office location to offer counsel, funding resources, office space and R&D lab space to cleantech companies looking to launch and grow with Riverside as their base.

Associated with RRG-CAP GHG Reduction Measure:

- Eco-corridor (Local Transportation Measure - T-20)

9. Buy and Produce Local Initiative

This initiative works to support local businesses and reduce vehicle miles travelled (VMT) for shopping, entertainment, etc. by encouraging residents and employees to patronize local establishments such as bike infrastructure plan, Grow Riverside efforts and the City's existing Shop Riverside Community Card program.

Associated with RRG-CAP GHG Reduction Measure:

- Represents a potential new RRG-CAP GHG reduction measure.

10. Wild Card

The final "wild card" option allows workshop participants the ability to provide additional suggestions for entrepreneurial opportunity areas.

Associated with RRG-CAP GHG Reduction Measure:

- Represents a potential new RRG-CAP GHG reduction measure.

Cleantech Innovation Landscape

In a deeper exploration of the local/regional cleantech industry, the workshop series featured a guest presentation by Erik Steeb on the success of the Los Angeles Cleantech Incubator (LACI). Mr. Steeb's background includes senior management positions in high-tech marketing, sales, and business development before his move to cleantech. Currently, he holds the position of Vice President of Programs for LACI where he runs portfolio company programs with an eye toward scaling reach, quality and capacity. Mr. Steeb is also Co-Founder and Managing Director of Segue Consulting and Executive Director of the Western Division of the Cleantech Open. Each of these roles have Mr. Steeb

working with 100+ early stage companies, honing their business strategies and connecting companies with investors, customers, business partners and advisors.

Mr. Steeb began his presentation by providing an overview of the regional cleantech landscape and its formation as an economic driver in the Los Angeles region. He explained that although the cleantech industry was relatively new to the area and arose out of necessity, the resulting transition to increased innovation and efficiency within business is vital to the success of all growing companies. He also provided background on the importance of incubating new businesses. Mr. Steeb noted that the Kauffman Foundation recently credited new companies with the creation of three million jobs, while older companies lost one million during the same period.

Beyond working to simply attract cleantech companies to the Los Angeles region, Mr. Steeb encouraged the utilization of an incubator program and claimed that it has been shown to be “a proven model” for success in building strong companies with a goal of providing long-term jobs and a lasting economic impact.

Mr. Steeb described the effectiveness of this method of job creation for cities, noting that the U.S. Economic Development Administration (EDA) found that incubators create twenty times more jobs than community infrastructure projects. The EDA also found that the public return on investment in incubator programs is substantial with an almost 300% payback. Research from this organization continues to support the incubator model, stating 87% of participating companies were still in business after five years and 84% of companies remain local.

Mr. Steeb continued his presentation with a more specific look at LACI’s success, calling out the 36 months of company traction by the incubator’s portfolio companies that showed over 50 million dollars of total investment. Mr. Steeb explained that the 27 active and graduated companies from LACI’s program have created 417 direct and indirect jobs, which translate to over 100 million dollars in economic impact over five years. LACI was recently awarded a grant from the Department of Energy National Incubator Initiative for Clean Energy, is ranked as a Global Top 10 Incubator from among 800 candidates across 67 countries, and is recognized as the “most advanced small business cluster” by JPMorgan Chase.

Next, Mr. Steeb outlined the methods of support LACI provides its program participants. Primarily, they offer young companies with a physical office space or temporary facilities,

including conference and meeting rooms, all furniture, utilities, and parking. Next, companies receive high-level executive coaching and mentorship support through a network of 60 expert advisors, access to business boot-camps, and “C-level” seminars on venture financing, county purchasing, B to B sales management, social networking, and presentation skills.

Additionally, LACI leverages their network to provide entrepreneurs with access to investors, corporate relationships, management teams, government associations, and academic intuitions. LACI’s on-site support team includes advisors as well as a staff such as general managers, technical analysts, and an operational support and marketing team. Mr. Steeb explained the importance of providing access to investors and strong professional networks, as many developing companies may not qualify for traditional loans and must seek private investment to fund their development.

Mr. Steeb described LACI’s efforts to develop a cleantech corridor, a four-mile long strip between the Los Angeles River and Alameda in the eastern part of Downtown Los Angeles. The LACI CleanTech Corridor is the cornerstone of the City’s green economy strategy and offers a range of incentives for cleantech companies to locate and develop within the area.

One highlight of the Corridor is the new La Kretz Innovation Campus, a 60,000 square foot facility complete with R&D labs, conference facilities and office space for companies in every stage of development. Mr. Steeb pointed out that this project will not only impact the Corridor itself but will transform industry in the surrounding neighborhoods including Boyle Heights, East Los Angeles, and South Central.

Mr. Steeb then noted the importance in connecting cleantech companies with potential customers. He explained that larger companies often have many technical challenges that require proactive research and lengthy analysis, whereas smaller cleantech companies have the ability to adapt quickly using efficient technology solutions. LACI utilizes the efficiency and adaptability of smaller innovators to assist larger companies and corporations through LACI pilot programs that work to accelerate the adoption of leading-edge clean technologies in the public and private sector. This allows for companies within the pilot program to scale and distribute their technologies and designs to a larger market.

Mr. Steeb also highlighted the benefits of sharing best practices, reducing costs, and increasing effectiveness via satellite offices within the incubator network. He explained that the satellite locations provide a physical presence and act as a linking mechanism between groups or organizations. Networks such as the Cleantech Open, iHub, or the Global Innovation Network can span regions or even nations and allow for the free-flow of information and resources between all connected parties.

Lastly, Mr. Steeb described the development of the LACI partnership with California State University Northridge (CSUN) in an effort to utilize the economic potential and existing networks within both institutions.

The incubator viewed CSUN's educational history, alumni network, and 4,000 annual graduating engineers as strong assets, while CSUN saw potential to attract new students, increase entrepreneurship, attract research funding, as well as engage new stakeholders and staff through the partnership. The initial phase of the program spanned approximately six months during which the group identified a steering committee and key stakeholders, secured a temporary location, brought on day-to-day staff, as well as developed a strategic plan and budget. During the second phase, LACI at CSUN was publicly launched and the team worked to identify key focus areas (such as electric power and natural gas), recruit an initial group of entrepreneurs, secure a permanent operational space, develop programs, and establish mentor networks and funding. Following on the success of the CSUN campus incubator, LACI pursued the establishment of another incubator at Otis College of Art and Design with a focus on commercialization of sustainable design.

Mr. Steeb concluded his presentation by encouraging the formation of a Riverside cleantech incubator and emphasizing the opportunity for lasting economic impact and regional partnerships with LACI and others throughout the State.

Discussion

Several questions were posed to Mr. Steeb by attendees after the conclusion of his presentation. One participant was interested in relevant agricultural cleantech companies whereas another attendee requested clarification on the exact definition of cleantech. The discussion was followed by commentary on iHub and whether Riverside was eligible for the program. Mr. Steeb explained that iHub is an innovation collaborative across the State in which legal precedent for funding is currently being established and that Riverside is eligible for participation. Another workshop participant noted that an existing

program local to Riverside called Excite served as an incubator sponsored by the University of California Riverside.

Brainswarming Activity

After a brief recess, attendees participated in a special '*brainswarming*' activity aimed to encourage input and feedback on the top ten EOAs and potential resources specific to the City of Riverside available to support these goals.

Brainswarming is an idea-generation technique that was developed by a team of Harvard professors to effectively stimulate input and creativity from all participants. First, the goals and challenges of a project or issue are defined, and then refined with sub-goals. From here participants identify all available resources and potential connections and opportunities for collaboration to create viable solutions. Whereas traditional brainstorming can be inefficient and uncomfortable for introverted individuals, *brainswarming* is a way to solve problems by facilitating effective interaction and feedback among the majority of participants in a workshop setting.



Workshop Findings

The RRG team analyzed the data collected from both workshops and summarized the key findings to reveal the competitive advantages and resources found within the Riverside community to support the future growth of each Entrepreneurial Opportunity Area (EOA). For each area, participants emphasized the need to seek funding and develop local programs to support the goals, as well as, increase awareness of existing and future programs through educational materials.

Energy and Water Upgrades for Home or Business

Resources available to support this EOA within the City of Riverside include: funding from local organizations and federal agencies, local building codes, solar tax credit and rebate programs, as well as the Property Assessed Clean Energy (PACE) and Home Energy Renovation Opportunity (HERO) programs.

Popular ideas identified by workshop participants include:

- Develop marketing materials to promoting the value of energy and water upgrades to residents and businesses;
- Provide rebates and incentives for energy and water upgrades;
- Educate the public about available programs;
- Provide funding for grey water and wind project installations;
- Develop programs to support solar installations for businesses and homes;
- Adopt and promote new water-saving technologies; and,
- Create and promote weatherproof/insulation enhancement programs.

Green Building Standards

Resources available to support this EOA within the City of Riverside include: a strong network of local contractors, developers, planners and designers, the U.S. Green Building Council (USGBC) Inland Empire chapter, educational programs for developers, real estate agents and general public, lowered utility rates for green building, strong City of Riverside planning department, Riverside Public Utilities (RPU), and the HERO program.

Popular ideas identified by workshop participants include:

- Provide Green Building training programs and information to the public;
- Provide rate incentives for lowered utility usage;
- Require solar installations for all new construction;
- Support construction of Net Zero homes;
- Encourage low-impact developments with watershed friendly design;
- Develop and promote storm-water capture systems;
- Encourage green building design and incentivize maximum use of green building measures and adaptive re-use of buildings; and,
- Promote mixed-use development to create walkable communities.

Clean Vehicles and Charging/Fueling Stations

Resources available to support this EOA within the City of Riverside include: a cleantech incubator, grant and loan programs from Southern California Association of Governments (SCAG), Western Riverside Council of Governments (WRCOG), South Coast Air Quality Management District (AQMD), U.S. Environmental Protection Agency (EPA), California Air Resources Board (CARB), Southern California Gas Company, Riverside Public Utilities (RPU), potential for local biofuel generation, electric vehicle (EV) rebate programs, City and County fleets, a strong public transit system, the Clean Cities Coalition and similar programs, Green Riverside, and the Transportation Uniform Mitigation Fee (TUMF) or other fee credits/discount programs.

Popular ideas identified by workshop participants include:

- Enhance public transportation systems;
- Develop a vehicle to grid (V2G) system;
- Provide preferential parking and access to charging stations for alternative fuel vehicles;
- Provide additional charging stations in central locations such as grocery stores, parks, libraries, etc. that have a variety of fuel types;
- Develop awareness campaigns on the benefits of electric vehicles (EVs) and existing infrastructure;
- Promote employer incentive programs for using clean vehicles; and,
- Incentivize private property owners to install public charging stations.

RPU Clean Technology Funding

Resources available to support this EOA within the City of Riverside include: a tiered utilities rate system, foundation matching funds, green economic development rate programs, funding from agencies such as the AQMD, EPA, and CARB, research lab partnerships, university grants, cleantech incubators, and funding for a cap and trade program.

Popular ideas identified by workshop participants include:

- Enhance existing renewables portfolio standards;
- Provide monetary awards for technology competitions at local universities;
- Seek funding for technology research and partnerships with technology companies through University of California, Riverside (UCR); and,
- Enhance existing RPU technology grants.

Waste Reduction

Resources available to support this EOA within the City of Riverside include: waste and recycling systems, educational programs for purchasing agents, WRCOG, CalRecycle and Recycling Market Development Zone (RMDZ) funds, and the Agua Mansa Station.

Popular ideas identified by workshop participants include:

- Enhance recycling and compost collection systems;
- Create sustainable purchasing programs and training for city/public/private;
- Undertake local waste audit;
- Create and promote a green business program;
- Develop public education programs; and,
- Create and promote a biofuel generation program.

Expand Bicycle Infrastructure

Resources available to support this EOA within the City of Riverside include: the Riverside Police Department, local bicycle training programs, bike shops and clubs, youth and schools, local bike manufacturers, Active Transportation Grant Program, potential investments from bike manufacturers for infrastructure, local corporate sponsors, and the City of Riverside Master Bike Plan.

Popular ideas identified by workshop participants include:

- Create additional bike lanes and enhance safety systems;
- Provide clear signage and bike maps available for public use;
- Develop a bike path along the Gage Canal;
- Provide bike lockers, racks, showering facilities, service stations and bike share programs;
- Encourage employer incentive programs;
- Develop a public safety campaign;
- Establish and promote local bike events (e.g. CicLAvia); and,
- Link bicycle routes to local transit corridors (trains and busses).

Eco Business Zone

Resources available to support this EOA within the City of Riverside include: joint power authorities and multi-agency partnerships, a strong local real estate industry, fiber optic infrastructure, a cleantech incubator, available land and space, existing buildings, strong local business expertise, the Recycling Market Development Zone (RMDZ), the strong City of Riverside Planning Department, and local partners and mentors including UCR and the Small Business Development Center (SBDC).

Popular ideas identified by workshop participants include:

- Provide skills-building workshops on sustainability for local employees;
- Develop green job training and internships for high school and college students;
- Develop smart growth development initiatives that incorporate live and work design with mixed-use buildings;
- Provide incentives for incubator participants and businesses within the zone such as reduced permitting and fees and loan/grant programs; and,
- Create zone in conjunction with Restore Riverside (one zone could be between Jurupa Ave. and the Santa Ana River from Martha McLean-Anza Narrows Park to Van Buren Blvd.)

Cleantech Incubator

Resources available to support this EOA within the City of Riverside include: crowdsourcing platforms, Kickstarter campaigns, popular social media platforms, global market for cleantech, support from sister cities, stable lease space, access to business community networks, local higher education institutions: University of California Riverside (UCR), Cal Baptist University (CBU), La Sierra University (LSU), Riverside Community College (RCC), available real estate, strong corporate sponsorship and capital potential, local government support, entrepreneur/business expertise, WRCOG, and the strong City of Riverside Planning Division.

Popular ideas identified by workshop participants include:

- Develop a pilot project to engage the community around the idea of a cleantech incubator;
- Attract investment and business capital to support new cleantech companies locally;
- Programs to retain and recruit graduates from UCR and other colleges;
- Staff a cleantech “idea” booth at public events to initiate public dialogue and spark new ideas;
- Develop innovation think-tank opportunities to engage thought leaders;
- Build out networking opportunities to engage the business community and attract new businesses to Riverside;
- Provide training programs for cleantech startups to ensure their success;
- Offer business support services for new companies;
- Develop partnerships with academic institutions similar to the LACI satellite campus idea;
- Develop partnerships with regional incubators to share lessons learned and co-promote events;
- Provide workforce development and low-income training programs;
- Create flex office space for the community and local businesses;
- Spur private finance and investment in Riverside; and,
- Partner with Chamber of Commerce to support the growth of cleantech businesses.

Buy and Produce Local Initiative

Resources available to support this EOA within the City of Riverside include: the University of California Global Food Initiative, Neighbor Fest Event, Riverside Corona Resource Conservation District, Grow Riverside, Non-Government Organization (NGO) partnerships, Riverside Community Garden Project, Habitat for Humanity, the Community Supported Agriculture (CSA) program, University of California Cooperative Extension Program, strong local incentive and discount programs, available physical space, Shop Riverside Campaign, and the Business Improvement District (marketing and events support).

Popular ideas identified by workshop participants include:

- Provide financial incentives for local purchasing;
- Establish local co-operatives and permanent farmers markets;
- Develop a farm-to-table and farm-to-school program and educational resource guides and online platforms (website and social media);
- Develop a public awareness campaign and nutritional education programs; and,
- Enhance the community garden program.

Wild Card

Resources available to support the wild card areas within the City of Riverside include: popular local social media platforms including YouTube and Pinterest, UCR, CBU, LSU, RCC, strong local communication channels, local department of transportation, TUMF, and RPU.

Ideas identified by workshop participants include:

- Develop an enhanced rideshare program;
- Enhanced mass transit systems;
- Outreach to “fringe” groups;
- Preserve/restore native grasslands for carbon sequestration;
- Promote green roofs and walls;
- Promote virtual conferences/meetings;
- Develop and promote alternative work schedule program;

- Establish wind farms;
- Streamline “green” projects;
- Include resilience and adaptation focus in city planning;
- Promote sharing economy;
- Create Biophilic building code;
- Develop urban forestry plan;
- Develop “Third Workplace” centers;
- Develop mixed-use, transit-oriented development;
- Educate the public about sustainable practices with social media;
- Waste to energy programs;
- Pricing programs based on resource demand;
- Initiative to reach 40% renewable energy;
- Development enhanced solar energy storage systems;
- Improved public transit;
- Electric bikes, Segways, and additional methods of transportation;
- Wind energy capture along Freeways;
- 100% solar on new buildings;
- Solar installation program;
- Bicycle safety training program;
- Renewable energy storage systems;
- Candle night;
- Micro-grid adoption;
- Density mandates or incentives;
- Life cycle approach to everything;
- Improved public transit systems;
- Reduce distance to public transportation/transit stops and stations;
- Reduce idling;
- “Walk to school” safety initiatives;
- Waste water filtration and reclamation systems; and,
- Climate adaptation and mitigation programs.

Crowdsourcing Platforms

The next step in development of the Riverside Restorative Growthprint RRG-EPAP will be to engage a global audience in idea sharing using crowdsourcing platforms. The key goal will be to leverage collective knowledge to solicit feedback and input on the list of top ten EOAs. This feedback is meant to provide a perspective from beyond the borders of the Riverside community and to learn about the successes and experiences of similar programs around the world. The RRG project team researched the pros and cons of existing crowdsourcing platforms and presented the following three options to the workshop attendees:

MindMixer

The MindMixer platform aims to build better communities through public commentary and boasts over 400 currently active initiatives and 38,000 ideas posted from over 800,000 participants. The CAPtivate Western Riverside County project presently maintains a page with active discussion topics related to the regional climate action planning efforts. Within the platform, the MindMixer community has the ability to provide commentary, share documents, and photos.

Workshop feedback:

- A representative for the City of Riverside informed the group that the City maintains a MindMixer page through *Engage Riverside* and that the City is currently working through the creative and technical process.
- Another representative from the City also noted that the *Engage Riverside* MindMixer page is very popular due to a recently uploaded video of the Mayor.

IdeaScale*

IdeaScale provides a professional crowdsourcing platform with subscriber support and specific features for city governments. Citizen engagement, government contracts, and change creation features are also highlighted.

One Billion Minds*

Using a multi-media platform, One Billion Minds connects people from around the world to posted projects. The site layout supports a main project page with ‘open challenges’ or topics and an additional page for general brainstorming or discussion. This platform maintains a clean layout and engagement features including ‘applause,’ brainstorm, solve, and connect.

** Workshop feedback was limited to the MindMixer platform, as MindMixer is currently utilized by the City of Riverside and was the only platform familiar to participants.*

Recommendations

The RRG consultant team recommends utilizing a combination of the CAPtivate Western Riverside County MindMixer site and the City of Riverside MindMixer site to host the RRG-EPAP discussion topics. The team finds that MindMixer offers the most superior features for participant engagement, including the ability to host discussion boards as well as photo and document upload. Additionally, the RRG-EPAP project would gain access to all features of the MindMixer platform through its affiliation with the CAPtivate Western Riverside County site. The RRG-EPAP discussion topics would also have the added benefit of capturing user traffic generated by CAPtivate Western Riverside County and drive greater participation to this page with dual advertising.

Rather than separate and dilute the community discussion between multiple platforms, the RRG team will focus on developing and promoting the two MindMixer sites. With the assistance of a strong outreach campaign that utilizes social media platforms and active networks, the RRG team will steer participants to the RRG-EPAP MindMixer discussion topics.

Engagement

Focusing online participation and engagement will be pivotal for the success of the RRG-EPAP crowdsourcing project. The RRG project team has identified several strategies to ensure successful user engagement, both locally and globally.

Proposed crowd engagement and outreach strategies include:

- Develop online partnerships with local businesses, religious groups, and nonprofit organizations, allowing them to post commentary that include links to partner sites;
- Share multi-media content across partner social media platforms (Facebook, Twitter, and LinkedIn);
- Maintain high community visibility through advertising at community workshops and on the City and WRCOG websites and social media platforms;
- Craft campaign verbiage to make intrinsic and extrinsic benefits clear to crowd participants using motivational drivers;
 - Motivational drivers include: community improvement, local job creation, social impact, learning, and increased online presence.
- Organize topics or specific ideation challenges aimed at various sectors of the online community;
- Enable form of recognition for well-devised responses or exceptionally active participants; and,
- Activate campaign for the maximum amount of days in order to collect the most data and feedback possible.

Timeline & Next Steps

The RRG consultant team will synthesize the workshop findings for the RRG-EPAP MindMixer discussion topics and initiate the outreach campaign in January of 2015. The team will then continue to drive traffic to the platform and supervise community discussions through February of 2015.

The feedback collected will be evaluated and used to hone in on the final recommendations for economic opportunity areas and overall plan development for the RRG-EPAP.

TIMELINE AT-A-GLANCE

RRG-EPAP MindMixer Site Activated	January 2015
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Data Collection and Discussion Supervision	February 2015
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APPENDIX

November 19th Workshop

Participants

Doug	Darnell	City of Riverside, Community Development Dept.
Jay	Eastman	City of Riverside, Community Development Dept.
Steve	Hayes	City of Riverside, Office of Economic Development
Moises	Lopez	City of Riverside, City Manager's Office
Jeff	Caton	ESA
Erik	Steeb	LACI
Jeff	Wright	Madison Street Church
Leonard	Doup	Mayors Commission on Aging
Janice	Penner	Riverside Downtown Partnership
Gail	Egenes	Riverside Land Conservancy
Ryan	Bullard	City of Riverside, Public Utilities Department
Diana	Ruiz	Riverside-Corona Resource Conservation District
Jessica	Hampton	Three Squares Inc.
Jaime	Nack	Three Squares Inc.
John	Cook	UC Riverside
Linda	Garcia	Western Municipal Water District

Activity Feedback

Listed below are the resources and ideas proposed by workshop participants during the brainstorming activity for each EOA presented:

1. Energy and Water Upgrades for Home and Business

Resources:

RPU and Sempra programs and funding that provide incentives for water capture, and retrofits at homes and businesses, and PACE and HERO programs.

Ideas:

- Incentives for using tank-less water heaters.
- Guidelines based on age of home and required upgrades.
- Program marketing materials.
- Encourage water efficient landscaping systems.
- Promoting value and benefits for businesses and homeowners.
- Develop green business guidelines.
- Increased use of recycled water.
- Purple pipe infrastructure (reclaimed/recycled water).
- Electric vehicle (EV) chargers for residential and commercial properties.
- Develop and promote green business programs.
- Promotion of smaller home design and construction.
- “White” sidewalks to reduce instances of heat islands.
- Solar installations for businesses and homes.
- Promote grey water systems.
- Promote wind energy.
- Provide City residents with barrels to capture rainwater.
- Expansive infrastructure upgrades.
- Compost/dehydration toilets.
- Develop incentive programs for apartment dwellers.
- Funding for grey water and wind projects.

2. Green Building Standards**Resources:**

Strong network of local contractors, developers, planners and designers, USGBC Inland Empire chapter, educational programs for developers, real estate agents and general public.

Ideas:

- Water conservation (landscaping and irrigation).
- Larger rebates for solar.
- Resources and information on sustainable materials.
- Grey water systems for private property developments.
- Riverside green infrastructure (waterways) to stop encroachment.
- Incentivize cycling/walking.
- No ‘leap frog’ development.

- Design land use based on natural resources, preserve prime agriculture soils, and create wildlife corridors.
- Eliminate conflicting building standards.
- Promote passive solar design.
- Promote low impact development that works to preserve existing natural landscapes.
- Storm water filtration systems installed on all new developments and when upgrades made.
- Higher mixed-use development to create walkable communities.
- Promote the design of zero net energy (ZNE) buildings, construction and demolition (C&D) waste diversion, Biophilic buildings, apartment complex standards, increased density, and establish a living building challenge.

3. Clean Vehicles and Charging/Fueling Stations

Resources:

Cleantech incubator, grant and loan programs from the AQMD, EPA, CARB, Southern California Gas Company, and RPU, and local biofuel generation.

Ideas:

- EV charging at metro stations.
- Incentives for offices to host charging stations.
- Electric overhead lines for grid based electric trucks.
- Vehicle to Grid system.
- Small EV lane sharing with bikes.
- Increase number of fueling stations.
- Incentives for zero emissions vehicle (full electric and hydrogen).
- Private access to public fleet fueling facilities.
- Car2go and Zipcar programs.
- Income sensitive EV car sharing programs.
- Enhanced public transportation systems.
- Preferential parking and access to charging stations for alternative fuel vehicles.
- Preferred parking for alternative vehicles.
- Charging stations in public centers such as grocery stores, parks, libraries, etc.
- Clean fuel rebates.
- Access to infrastructure.
- Green tech grants.

- City provided EV chargers.
- Induction charging.
- Rebates for charging stations.

4. RPU Clean Technology Funding

Resources:

Funding from AQMD, EPA, CARB, research lab partnerships, university grants, cleantech incubator, and cap and trade funding.

Ideas:

- HERO/WRCOG funding.
- Lower carbon intensity of RPU electricity.
- Promote electric vehicles.
- Align city goals with UCR & local businesses.
- Bring in biofuel companies to generate energy from forested (chipped) trees.
- Licensing researched technology.
- Funding for tech research and partnerships with tech companies and UCR.
- Carbon calculations cost for CO2.
- Eco district integration.
- Support clean neighborhood design and development.
- Enhance existing renewables portfolio standards.
- Preference for cradle-to-cradle technologies and products.
- Monetary awards for technology competitions at local universities.
- Fund environmentally friendly businesses.
- Non-RPU funding.
- Green revolving funds.
- Enhance existing RPU technology grants.

5. Waste Reduction

Resources:

Education platforms and practices for waste and recycling and educational programs for city purchasing agents.

Ideas:

- Create and promote green hotels certification program.

- Enhance recycling systems.
- Environmentally preferable purchasing programs and training for city/public/private entities.
- Public service ads for waste reduction efforts and tips.
- Compost collection systems.
- Perform a local waste audit.
- City purchasing of biodegradable consumables such as cups, not plastic giveaways.
- Waste to ash advanced particle filtering.
- Establish recycling systems at construction sites.
- Introduce and support Bio-digesters for sewage treatment.
- Create and promote green restaurant certification program.
- Adaptive re-use of existing buildings vs. new construction.
- Encourage the use of paper products vs. disposables at events and with vendors.
- Encourage reduced or biodegradable packaging.
- Create and promote a green business program.
- Composting at accessible locations.
- Cardboard compactors in accessible locations.
- Education efforts in schools.
- Collection systems for restaurants (food waste).
- Community and school gardens.

6. Expand Bicycle Infrastructure

Resources:

Riverside Police Department enforcement, training, local bike shops and clubs, youth and schools, and local bike manufacturers.

Ideas:

- Provide safe bike storage.
- Prioritize integration of bikes in master plan.
- Enforce bike laws.
- Link public transit to bike systems.
- Provide electric bikes and facilities.
- Market available bike trails.
- Develop and promote employer incentive programs.
- Establish local bike events (e.g. CicLAvia).
- Promote folding/convertible bikes.

- Establish and enforce a helmet law.
- Establish a bike advisory committee.
- Provide shower facilities.
- Establish and promote a bike share program.
- Provide bike rental in urban areas.
- Create tree-lined medians between bike lanes and traffic lanes.
- Link transit/bikes to airports, trains, busses.
- Increase the number of bicycle service stations.
- Develop and promote a “Green Map” of bike friendly streets and trails.

7. Eco Business Zone

Resources:

Joint power authorities and multi-agency partnerships, strong local real estate industry, fiber optic infrastructure, adjacent housing for employees, and the incubator.

Ideas:

- Assessment of local businesses to determine greening opportunities.
- Assess and develop infill locations.
- Provide skill-building workshops on sustainability for local employees.
- Green job training and internships for high school and college students.
- Relaxed development standards.
- Smart growth development initiatives that incorporate live and work design.
- Emphasize cradle-to-cradle structure design and development.
- Expedited permitting.
- Waive development fees.
- Incentives for companies in this zone such as reduced permitting and fees, and loan/grant programs.
- Establish a sharing economy to reduce resource consumption.

8. Cleantech Incubator

Resources:

Crowdsourcing platforms, Kickstarter campaigns, popular social media platforms, global market for cleantech, sister cities, stable lease space, access to business community network, and local higher education institutions: UCR, CBU, LSU, RCC.

Ideas:

- Attract investment and business capital.
- Keep UCR and other college graduates in Riverside.
- “Idea” booth at public events.
- Innovation think-tank opportunities.
- Keep businesses in Riverside.
- Networking opportunities.
- Marketing crowdsourcing.
- Training for startups.
- Business support services.

9. Buy and Produce Local Initiative**Resources:**

University of California Global Food Initiative, Neighbor Fest Event, Riverside Corona Resource Conservation District, Grow Riverside, NGO partnerships, Riverside Community Garden Project, Habitat for Humanity, CSA program, and University of California Cooperative Extension Program.

Ideas:

- Provide financial incentives for local purchasing.
- Develop cooperatives.
- Creation of local manufacturing/production hubs.
- Legislation to ensure safer food with fewer obstacles.
- Enhance existing farm to school programs.
- Farm to table program.
- Develop a farm to table resource guide and online platform (website and social media).
- Create and promote radio and TV PSAs.
- Establish a poster contest at schools.
- Develop and promote urban garden spaces.
- Reduce water rates for owners growing produce for consumption.
- Hire city staff to promote agriculture programs.

10. “Wild Card”**Resources:**

Popular local social media platforms including YouTube, Pinterest, and and local higher education institutions: UCR, CBU, LSU, RCC.

Ideas:

- Develop an enhanced rideshare program.
- Enhanced mass transit systems.
- Outreach to “fringe” groups.
- Preserve/restore native grasslands for carbon sequestration.
- Promote green roofs and walls.
- Promote virtual conferences/meetings.
- Develop and promote alternative work schedule program.
- Establish wind farms.
- Streamline “green” projects.
- Include resilience and adaptation focus in city planning.
- Promote sharing economy.
- Create Biophilic building code.
- Develop urban forestry plan.
- Develop “Third Workplace” centers.
- Develop mixed-use/transit-oriented development.
- Educate the public about sustainable practices with social media.

Discussion

After the *brainstorming* activity concluded, the workshop participants engaged in a discussion to summarize the ideas generated. Many participants acknowledged the importance of the variety of backgrounds and perspectives represented and found the activity to be helpful and worthwhile in identifying potentials opportunities for the City.

Participants also expressed their hope for the RRG program to instigate renewed collaboration in the community, incentivize partnerships, and drive innovation across multiple sectors of Riverside’s economy.

November 20th Workshop

Participants

Brenda	Flores	California Baptist University
Rick	Thomas	California Resource Connections, Inc.
Doug	Darnell	City of Riverside, Community Development Dept.
Roy	Xu	City of Riverside, Public Utilities Dept.
Kathy	Michalak	Habitat for Humanity Riverside
Erik	Steeb	LACI
Alexa	Washburn	National Community Renaissance
Maureen	Kane	City of Riverside, Office of the Mayor
Pepi	Jackson	Riverside County Black Chamber of Commerce BCC
Rob	Moran	Riverside County Economic Development Agency
Michael	Bacich	City of Riverside, Public Utilities Dept.
Ryan	Bullard	Riverside Public Utilities
Jessica	Hampton	Three Squares Inc.
Jaime	Nack	Three Squares Inc.
Umashankar	Ramasubramanian	UC Riverside
Jennifer	Ward	WRCOG

Activity Feedback

Listed below are the resources and ideas proposed by workshop participants during the *brainstorming* activity for each EOA presented:

1. Energy and Water Upgrades for Home and Business

Resources:

Funding from local organizations and federal agencies, RPU, local building codes, and the solar tax credit and rebate program.

Ideas:

- Adopt new water-saving technologies.
- Low-flow showerhead giveaway.
- Energy audits for older buildings.
- Weatherproof/insulation enhancement programs.
- Programs to support low-income families.
- Establish tree-planting program.
- Develop solar programs for new homes.

- Support higher density building on smaller lots (while maintaining natural open space).
- Develop energy storage systems.
- Educate the public about available programs.
- Promote green architectural design requirements.
- Support construction of responsive homes.
- Provide rebates and incentives.
- Promote HERO, PACE, and other programs.
- Ensure regular maintenance of homes and businesses.

2. Green Building Standards

Resources:

Lowered utility rates for green building, training programs for local contractors, strong City of Riverside Planning Department, RPU, and the HERO program.

Ideas:

- Create and promote single and multi-family housing programs.
- Support construction of Net Zero homes.
- Enforce green building codes.
- Create rate incentive programs for lowered utility usage.
- Encourage the use of lighting sensors.
- EV chargers in all homes and buildings.
- Provide green building information online.
- Require solar installations on all new homes.
- Encourage green building design.
- Require high efficiency standards for commercial building.
- LEED standard equivalents.
- Low-impact developments with watershed friendly design.
- Storm-water capture systems.
- Required minimum standards for green building.
- Incentives for maximum use of green building measures.
- Incentives for adaptive re-use of buildings.
- Provide green building training programs.
- Enforce Title 24 standards.

3. Clean Vehicles and Charging/Fueling Stations

Resources:

EV Rebates, AB 2766 funds, grant funds, city fleet, county fleet, strong public transit system, funding and support from local organizations such as CARB,

AQMD, WRCOG, SCAG, Clean Cities Coalition, www.greenriverside.com, and TUMF or other fee credits/discounts.

Ideas:

- Provide more charging locations with a variety of fuel types.
- Develop awareness campaigns.
- Promote employer incentives for using clean vehicles.
- Establish EV charging rates (pricing and structure).
- Work to incorporate hospitals, universities, and employers in EV infrastructure development.
- Provide homeowner resources for at-home charging.
- Transit expansion and incentive programs.
- Install chargers at City facilities, parks, centers, etc.
- Make EVs mandatory for certain jobs (Mayor and Utility Director).
- Incentivize private property owners to install public charging stations.
- Connect EV routes with regional trails and bike routes.
- Require residential infrastructure and commercial priority parking.
- Promote ridesharing and carpooling systems.
- Create and promote a grease collection program with local restaurants for bio-diesel generation.
- Free credit or rate reductions for EV insurance programs.

4. RPU Clean Technology Funding

Resource:

Tiered rate system, foundation matching funds (up to \$300,000 of local funding available annually), and the Green Economic Development Rate.

Ideas:

- Promote local technology focused contests among students.
- Locate big polluters and improve practices.
- Provide additional funding from RPU for R&D and connect program to UCR.
- Develop special utility rate programs.
- Expand renewable energy offered.
- Promote success of other incubator programs and technologies to demonstrate local potential.
- Establish a power purchasing agreement.

5. Waste Reduction

Resources:

Regional recycling program, WRCOG, Recycling Market Development Zone (RMDZ) funds, waste haulers, CalRecycle, and the Agua-Mansa Station.

Ideas:

- Develop public education programs.
- Establish tiered waste collection rates.
- Create and promote food waste and compost collection programs.
- Provide free compost barrels to homeowners.
- Enhance recycling programs.
- Create and promote a green business program.
- Establish a waste to energy program.
- Reduce frequency of waste pickup to regulate waste generation.
- Plastic bag ban ordinance.
- Create a biofuel generation program.
- Promote recycling programs among businesses.
- Competition for waste reduction design.
- Establish solar farm on landfill sites.
- Heat capture from waste.
- More e-waste recycling events.

6. Expand Bicycle Infrastructure

Resources:

Active transportation grant, investments from bike manufacturers for infrastructure, local corporate sponsors, and the City of Riverside master bike plan.

Ideas:

- Create a solar-powered Segway program.
- Develop additional bike lanes and enhanced safety systems.
- Create “bike only” corridors.
- Provide bike pods and bike share programs.
- Develop clear signage and bike maps available for public use.
- Enhance student bicycle programs.
- Create a bike path along the Gage Canal.
- Host major bike events (road or mountain bike races in Sycamore Canyon Park, e.g. 24 Hours of Adrenaline type events).
- Develop bike lanes on and off streets.
- Provide bike lockers, racks, and bike share programs.

- Create off street corridors (Gage Canal-Riverside Canal).
- Create trails that connect with larger regional trails.
- Establish and promote “Bike/Walk to Work” days.
- Provide preferential parking for bikers.
- Promote employer incentive programs.
- Business discounts to restaurants, local (up front parking).
- Develop public safety campaign.
- Bike district near downtown.
- Provide bike lessons.
- Create fully functional bike trails to connect activity nodes.

7. Eco Business Zone

Resources:

Available land and space, capital, existing buildings, strong local business expertise, Recycling Market Development Zone (RMDZ), strong City of Riverside Planning Department, and local partners and mentors including UCR and Small Business Development Centers (SBDC).

Ideas:

- Create subsidy programs.
- Provide incentives for incubator participants and businesses within the zone.
- Develop high performance standards.
- Property owner buy-in.
- Provide tax incentives.
- Create mixed-use buildings that include housing and shopping.
- Create eco-zone in conjunction with Restore Riverside (one zone could be between Jurupa Ave. and the Santa Ana River from Martha McLean-Anza Narrows Park to Van Buren Blvd.)
- Develop community garden program to supply produce to restaurants and restaurants supply compost for gardens.

8. Cleantech Incubator

Resources:

Available space within the City of Riverside, strong corporate sponsorship and capital potential, local government support, entrepreneur/business expertise, WRCOG, and the strong City of Riverside Planning Department.

Ideas:

- Develop partnerships with academic institutions.

- Enhance existing business partnerships.
- Develop a pilot project.
- Provide a green building model for other developments.
- Promote low impact development model (watershed/water protection).
- Develop partnership with regional incubator.
- Provide a potential venue for community events.
- Provide workforce development and low-income training programs.
- Attract university graduates.
- Create flex space for the community and local businesses.
- Develop internship program.
- Private finance and investment in Riverside.
- Partner with Chamber of Commerce.

9. Buy and Produce Local Initiative

Resource:

Strong local incentive and discount programs, available physical space, GROW Riverside Conference, Shop Riverside Campaign, and the Business Improvement District (marketing and events support).

Ideas:

- Develop public awareness campaign.
- Create a community garden program.
- Create a permanent market center.
- Promote home gardening.
- Programs to support farmers markets and community driven agriculture.
- Tax incentive programs for purchasing locally.
- Provide local catering options for large companies and corporations.
- Local Co-Opportunity market.
- Establish a 'Makers' day.
- Open more farm-to-table restaurants.
- Nutritional education programs for the public.
- Encourage faith-based involvement, partner with higher education students to help promote program.
- Enhance community participation.
- Promote pop-up shops.
- Food truck Fridays.
- Indoor market place stalls.

10. Wild Card

Resources:

Strong local communication channels, local department of transportation, TUMF, and RPU.

Ideas:

- Waste to energy programs.
- Pricing programs based on resource demand.
- Initiative to reach 40% renewable energy.
- Development enhanced solar energy storage systems.
- Improved public transit.
- Electric bikes, Segways, and additional methods of transportation.
- Wind energy capture along Freeways.
- 100% solar on new buildings.
- Solar installation program.
- Bicycle safety training program.
- Renewable energy storage systems.
- Candle night.
- Micro-grid adoption.
- Density mandates or incentives.
- Life cycle approach to everything.
- Improved public transit systems.
- Reduce distance to public transportation/transit stops and stations.
- Reduced idling.
- “Walk to school” safety initiatives.
- Waste water filtration and reclamation systems.
- Climate adaptation and mitigation programs.

Discussion

At the conclusion of the *brainstorming* activity, workshop participants engaged in a discussion to summarize the findings and ideas generated. Several attendees expressed excitement in bringing both a cleantech incubator and corridor to Riverside. A UCR representative noted the opportunity in coupling the climate goals set by the University with strategies set out by the City of Riverside.

The group agreed that these initiatives and goals should be communicated to the larger community and there was interest in hearing feedback from a broader (global) audience. One participant noted a potential for partnership with UCR’s environmental engineering school to utilize the resources of the program in atmospheric research and other R&D projects.